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Part two: biennial programme plan

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, as well as special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the Intergovernmental Negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters related to the Council; (b) to service the Committee on Conferences; (c) to ensure the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the revitalization of the Assembly, on the strengthening of the Council and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures, the allocation of resources under the relevant budget section and global workload and staffing management of the conference management operations in accordance with Assembly resolution 57/283 B.

1.3 Guided by Assembly resolutions 57/300 and 68/251, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management in order to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve further synergies and full-system benefits across the integrated conference-servicing operations in the four duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-

servicing duty stations. The global information technology tools, which will be deployed at all duty stations, will facilitate global management of efficient and effective resource utilization and expand the use of electronic tools and processes in conference-servicing operations. Training of staff and targeted outreach to educational institutions that train language professionals will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work with best industry practices. Those efforts will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies so as to reduce the impact of operational crises. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring.

1.5 Fuller integration of the Department's activities into one global operation, with sensitivity to local specificities and the needs of local clients, including addressing the increased workload in Geneva resulting primarily from the work programme of the Human Rights Council, will increase the timeliness and cost-effectiveness of the documentation services and provide better quality assurance of the expanded contractual translation services. The increased shift to in-house revision of contractually translated documents will be facilitated by a common computer-assisted translation and global terminology platform (gText) accessible to external contractors.

1.6 An effort will be made to build a larger pool of qualified language staff by identifying promising candidates through various means, including the revamped competitive language examination process, the Department's Universities Outreach Programme, internships, traineeships and ad hoc tests conducted by individual units, and by providing regular in-house coaching and continuing feedback to candidates so identified. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing and enhanced substantive and technical secretariat support to contribute to the deliberations and meetings of intergovernmental bodies and United Nations conferences	(a) (i) No written complaints by representatives of Member States (ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management, with equal treatment given to all official languages
(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department	(b) 100 per cent compliance with the submission deadline for parliamentary documentation and efficient and effective interdepartmental support to the intergovernmental bodies

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.7 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division. The strategy to achieve the objective of the subprogramme will include:

(a) Provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/chairs and bureaux, to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly, the Economic and Social Council and the Trusteeship Council, with a view to developing appropriate proposals for review by the bodies concerned;

(c) Assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an

[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

advance programme of work and the timely issuance of documentation and communications;

(d) Coordination and the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions adopted by the intergovernmental bodies.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services
	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.8 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Division, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Utilizing the global capacity for integrated conference services efficiently without adversely affecting the quality of services provided;

(v) Achieving cost-effective global utilization of conference-servicing resources through the regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability of high-quality documentation through regular consultations and active dialogue with document submitters and committee secretariats in order to assist them in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation, précis-writing and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation, précis-writing and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation, précis-writing and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.9 The subprogramme is under the responsibility of the Documentation Division. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner. Key elements of the strategy are leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all the Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training ventures and strategies. Actions will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and a global terminology production and management platform for the United Nations that are accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(d) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, verbatim reporting, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services	(b) (i) 100 per cent compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing (ii) 100 per cent digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) Increased availability of official documents in an accessible format

	(v) Increased number of users of e-subscription system (vi) 100 per cent capacity utilization of interpretation and verbatim reporting services
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.10 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, desktop publishing, printing, distribution and meetings services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

B. Conference management, Geneva[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services
	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

[2] Subprogramme 1 is the responsibility solely of the Department for General Assembly and Conference Management at Headquarters.

Strategy

1.11 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability of high-quality documentation through regular consultations and active dialogue with document submitters and committee secretariats in order to assist them in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations at Geneva;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively;

(h) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration of the United Nations Office at Geneva on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the Office.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.12 The subprogramme is under the responsibility of the Languages Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in an enduring pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; eliminating, except in crisis

situations, international recruitment of freelance translation staff in favour of increased off-site and local recruitment and expanded use of contractual translation; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(d) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing, distribution and meetings services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages

	(iv) 100 per cent capacity utilization of interpretation services
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.13 The subprogramme is under the responsibility of the Interpretation Service and the Production Support Service. Except in crisis situations, international recruitment of freelance interpretation staff will be eliminated in favour of increased local recruitment. A full review of the existing digital printing operation will be conducted in response to the increased use of electronic distribution for parliamentary documentation. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing, distribution and meetings services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

C. Conference management, Vienna[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned (iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.14 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs of Vienna-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services

(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.15 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(d) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing, publishing and meetings services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, desktop publishing, publishing and meetings services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.16 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, publishing and meetings services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned (iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages

(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.17 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs of Nairobi-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.18 The subprogramme is under the responsibility of the Translation and Editorial Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills, and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(d) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing, publishing and meetings services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, desktop publishing, publishing and meetings services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff	(c) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent

Strategy

1.19 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing, distribution and meetings services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(g) Analysis and assessment of conference-servicing needs, including the need for meeting records and, whenever possible, alternative modes of service delivery, for the meetings of Nairobi-based bodies and client organizations, and provision of assistance to them in formulating those needs.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
67/292	Multilingualism
67/297	Revitalization of the work of the General Assembly
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/251	Pattern of conferences